

What Do Lean Leaders Do?

Development of Your People and Organization Through Leader Standard Work

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Sutter Health

Sutter Gould Medical Foundation

What if we can help you find 2 hours in your day?



First, a little bit about our background...

Sutter Gould Medical Foundation

A non-profit health care organization dedicated to providing the highest level of care for our patients

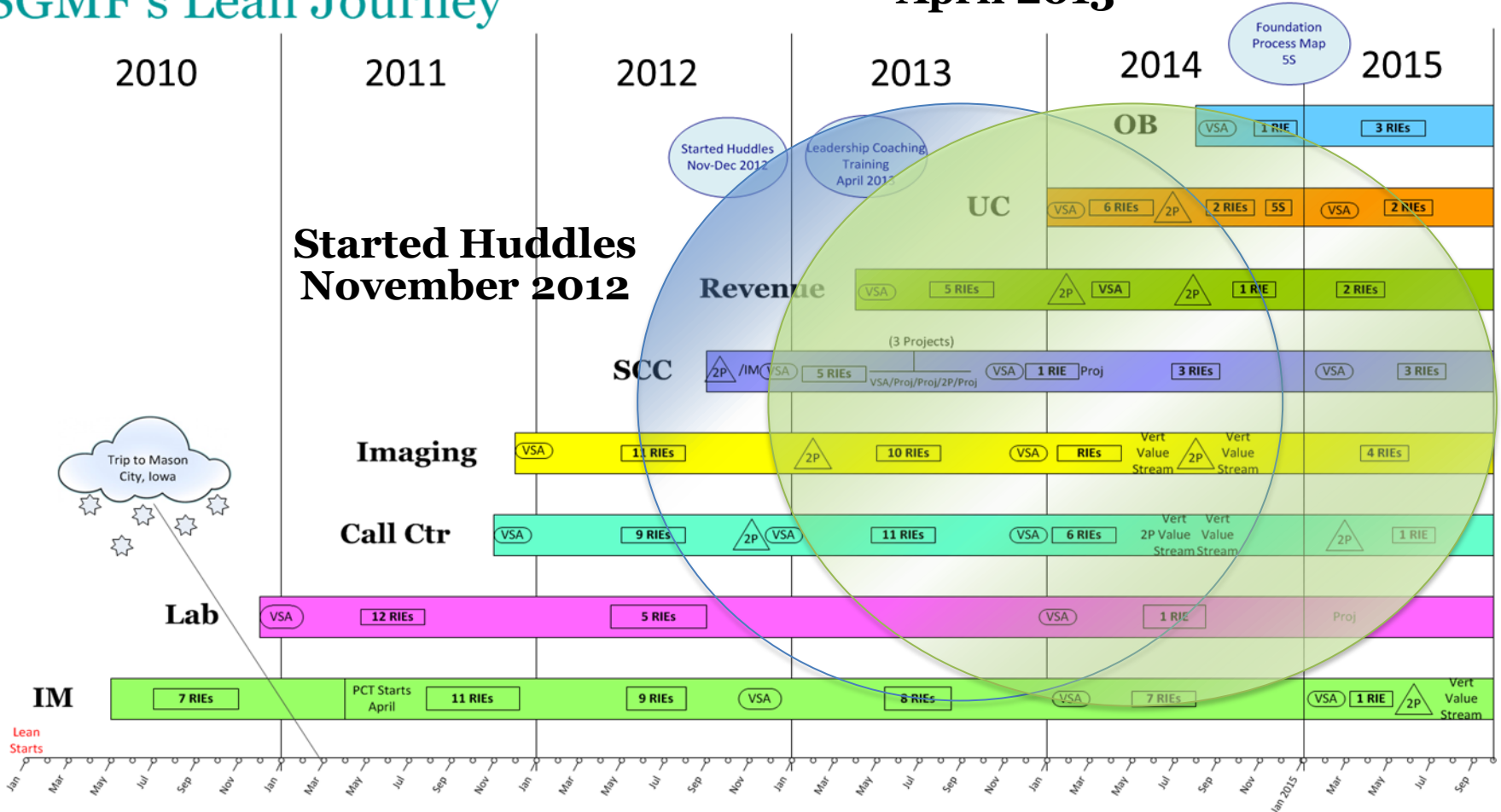


Spreading the Lean Culture

Leadership Coaching

April 2013

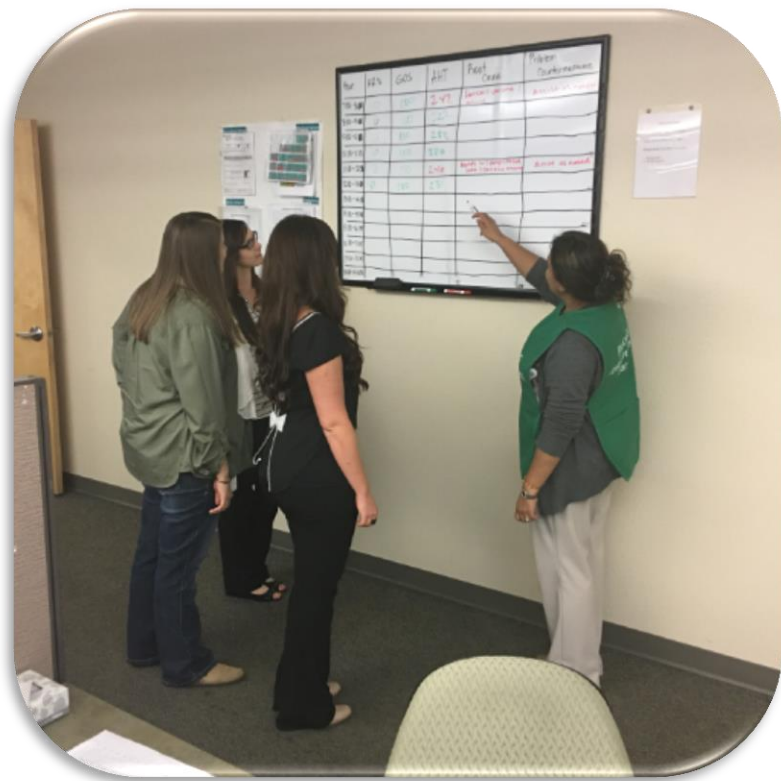
SGMF's Lean Journey



About Our Culture



Back to the 2 Hours Per Day...



What if your Leader asked you to spend 20% of your time developing your people?

Introduction of Leader Standard Work

- ✓ Leader Standard Work – It's a tool.
- ✓ Intent vs. mechanics
- ✓ You must have a desire to be a coach to your people in order to go through the pain.



Capture What You Are Doing

- Day in the life of a leader
- Write it down
- If its not documented it didn't happen
- At first it can look like "Dear Diary"

Objective/Method	Freq.
Daily	
Calendar Review	D
Attend 2 huddles per week	D
3 pm Daily Huddle	D
Emails	D
Greet staff	D
Voicemails	D
Scheduled mtg attendance	D

Weekly	
Sensei meeting	W
Kronos	W
Praise & Recognition	W
Monitor Break The Glass	W
Weekly Privacy Check-In	W
Gemba walks	W
	W

MONTHLY	
All Day Privacy meeting	M
1:1 with Direct Reports	M
Epic Management Team	M
Leadership ADMS Mtg	M
VS Steering Cmte Mtg	M
Bill Paying	M
LPO/GPS Report Out	M
VS Sub-Cmte Mtg	M
KTM Direct Reports Meeting	M
1:1 with Katherine	M
Ethics Point Review	M
On Board Luncheon	M
Forms Committee	M
Budget Variance Report	M
Team Leader Report Outs	M
MT Dashboard Reports	M
Dept Mtg Attendance	M

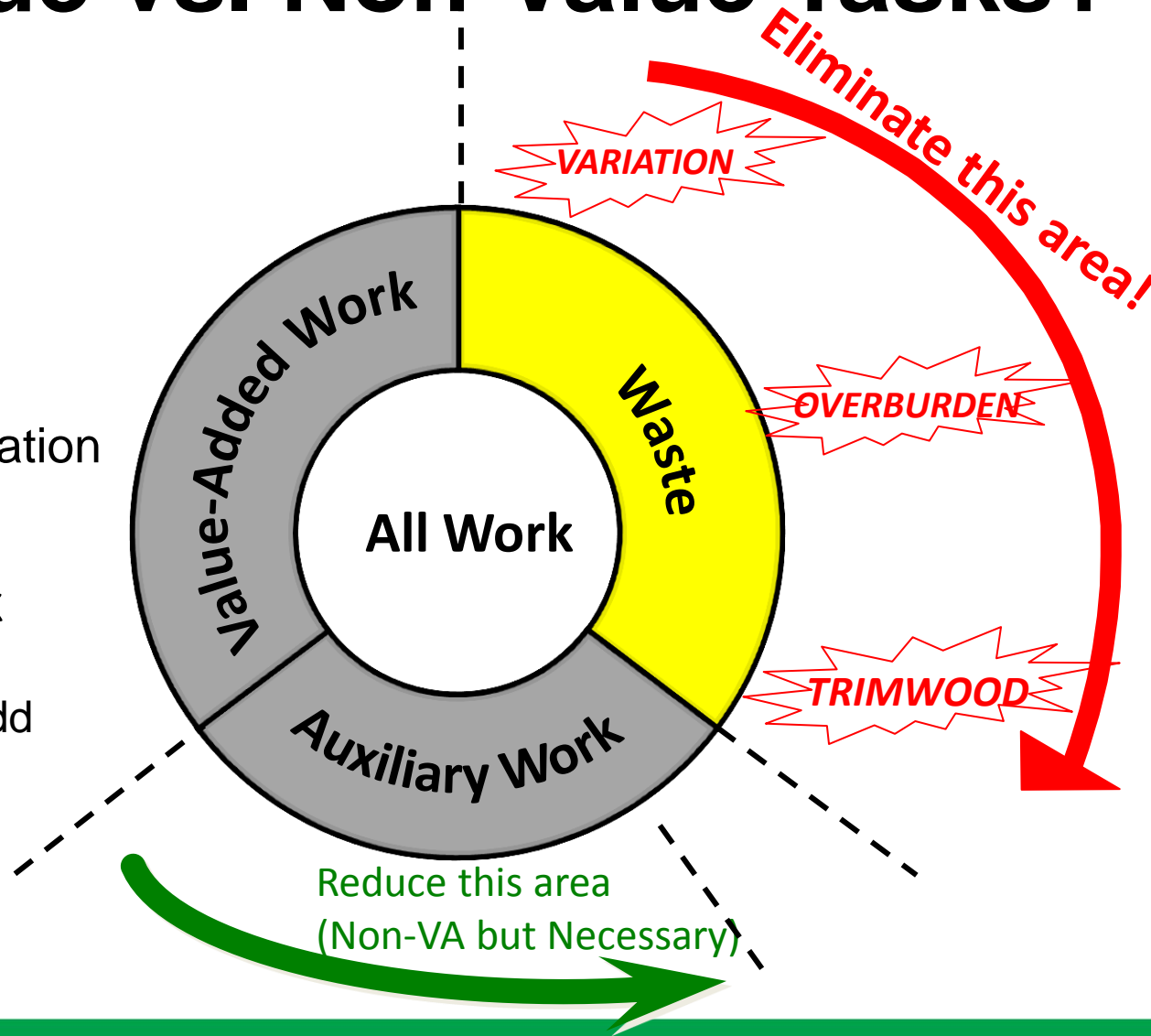
Capture Value vs. Non-Value Tasks?

Value-Added Work

- Developing self
- Developing others
- Developing team
- Developing the organization

Non-Value Added Work

- Necessary (consumes resources) but does not add value



Look Critically At All Tasks



Objective/Method	Total	Sat 16	Sun 17	Mon 18	Tue 19	Wed 20	Thu 21	Fri 22	Sat 23	Sun 24	Mon 25	Tue 26	Wed 27	Thu 28	Fri 29	Sat 30	Sun 31	Mon 1
Daily																		
Calendar Review	0.0				15	15	15	15			15	15	15	15	15			
Sembo <i>Kamishibai AM HSE</i>	0.0				60	10	60	60			60	60	100	60				
Projects / Just-Do-Its <i>New Std WK</i>	0.0				45		30	30			30	30	15	30				
Misc (E-mails, Meeting Prep, Calls)	0.0				60	60	60	60			60	60	60	60				
Office Management	0.0				60	60	60	60			60	60	60	60				
3 PM Ops. Huddle Call	0.0				30	30	30	30			30	30	30	30				
Running Referral Reports	0.0				30	30	30	15			15	15	15	15				
Mides Responses/Service Recovery	0.0				15		15	15			15	15	15	10				
Process Improvement <i>Printing DM List</i>	0.0				60			15			15							
5 min SS Audits 6 Daily/wkly SS Zone	0.0				10	10	10	10			10	10	10	10				
Weekly																		
Dashboard (Epsi, Ops, Metrics, etc.)	0.0													10				
LI DeMaris, Delia B Knobel/Mecerubba	0.0					60												
Internal Medicine (IM) Value Stream	0.0				60								60					
Imaging Value Stream	0.0																	
ASs/Lean Activities	0.0																	
People Development	0.0																	
Meetings	0.0												60					
Section Huddles	0.0											60		15				
#N/A <i>Printing NRC</i>	0.0					60												
Monthly																		
LPB (RIE, Report-Out, Kick-offs)	0.0																	
LI DeMaris & Paul	0.0											60						

Lean Leader Standard Work Tool

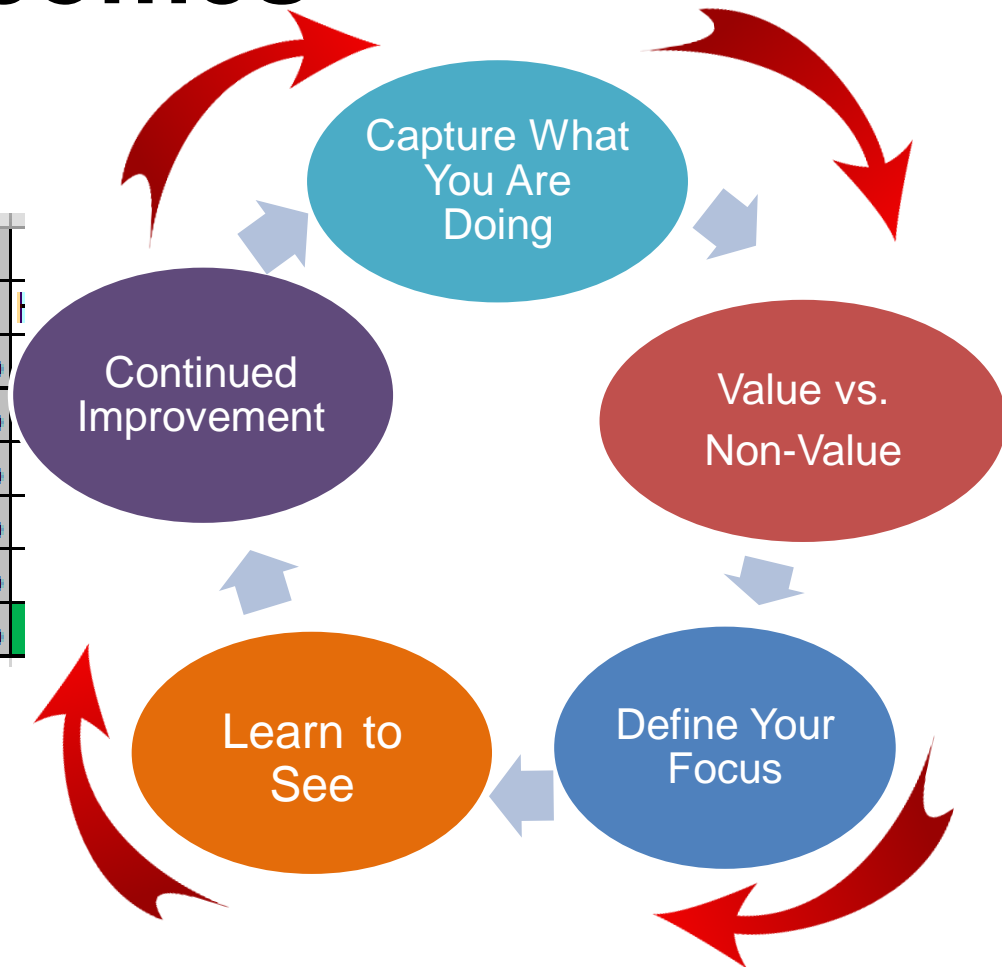
Examples

Objective/Method	April 2014														April 2014													
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Total	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Total				
Daily																												
Email/Voicemail	y	y																										
Standard Work Log (2 per week)																												
3pm Ops Call	n	y																										
Gemba (2 per week)																												
HIPAA Privacy (Daily)	y	y																										
Huddles (2 per week)																												
Weekly																												
Personal Development Plan Review/Update																												
Mentor/Coach/Recognition																												
Review of Privacy Events		y																										
New Employee Orientation (2 per month)	n																											
CC VS Meetings/Sub Cmte/Report Outs																												
Privacy by Design Work Group																												
Monthly																												
Pay bills	y																											
I.I with KTM																												
KTM Direct Reports																												

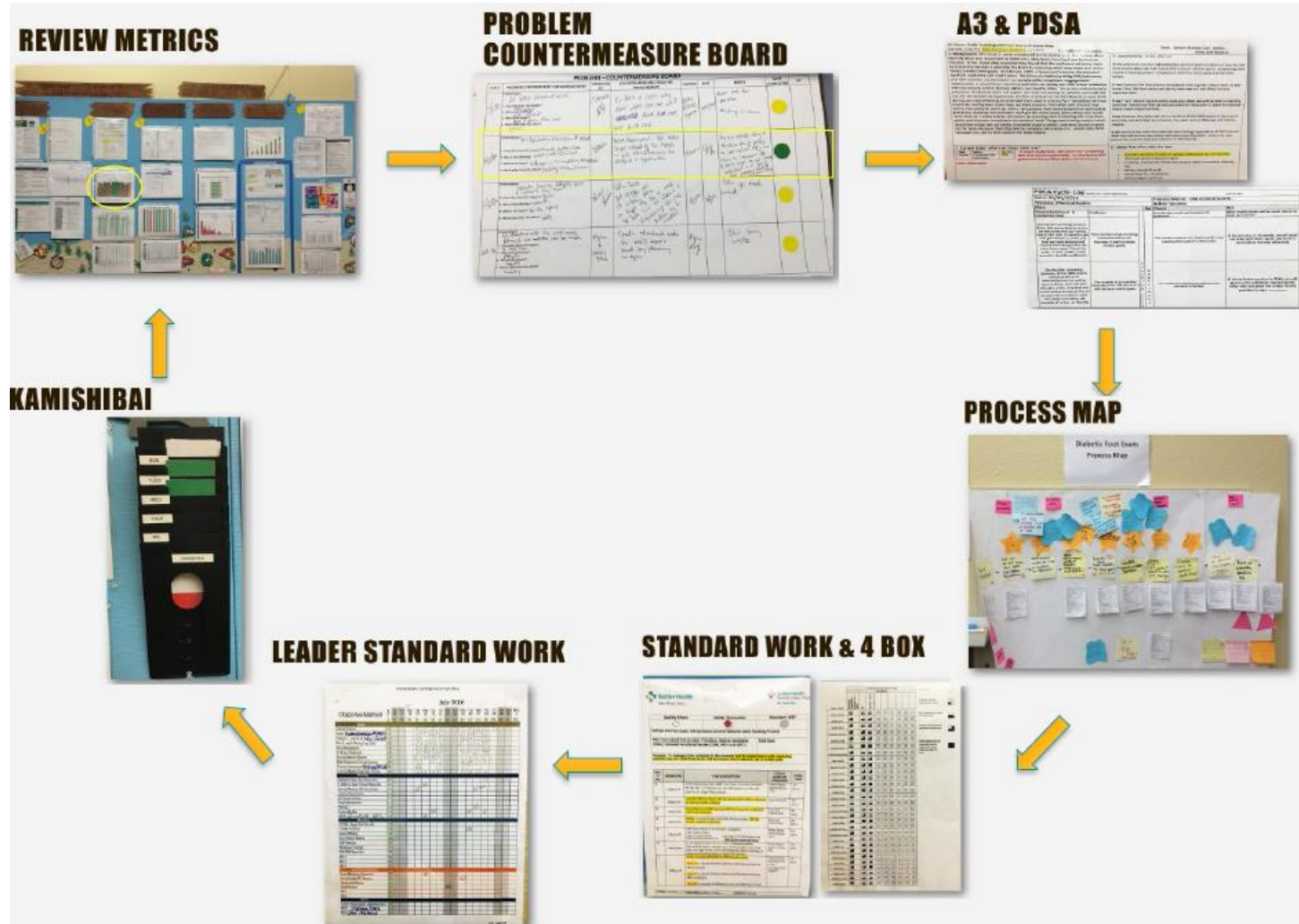
Objective/Method	August 2016																
	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Total	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue
Daily																	
Calendar Review	3.8	15	15	15	15			15	15								
3 PM Ops. Huddle Call	9.0	30	20	75	25			60	30								
Misc (E-mails, Meeting Prep, Calls)	5.3	45	15	15	15			15	15								
People Dev. (Direct Reports)	9.8	90	30	45	30			45									
#N/A	0.0																
#N/A	0.0																
#N/A	0.0																
#N/A	0.0																
#N/A	0.0																
#N/A	0.0																
Weekly																	
I:I Asaad & Katherine	2.8		15	15													
I:I Asaad & Dr. Peterson	2.8		60														
O Team Meeting	5.2		160														
People Dev. (Open-hours)	6.8			120					150								
Auditing SPOT (x2)	1.5																
Coaching (Gemba/Huddle/CWS)	6.0						120		30								
Dashboard (NRC/Epsi/Dps. Metrics)	4.3		30						30								
Travel Time	5.2	75	35	15	20												
#N/A	0.0																

Determine Ideal State and Measure Outcomes

	Ideal	
	Hours	Month %
Meetings / Travel	20	13%
People Development	40	25%
Gemba / Lean	50	30%
Misc. (Emails, Meeting Prep, Calls)	20	13%
Project Hours	30	19%
<i>Total Hours</i>	160	100%

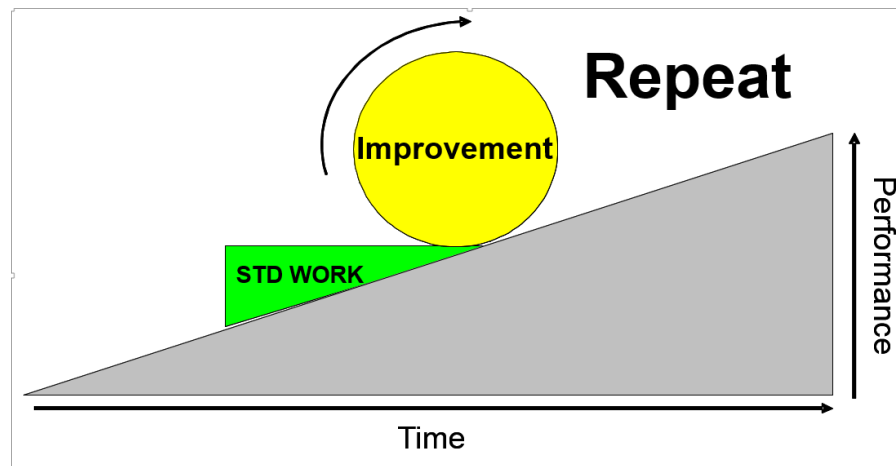


Lean Leader Standard Work



Continuous Improvement

- PDSA and update your LSW? (Daily, Weekly, Monthly)
- Reflect upon the current day when starting your next cycle?
- Pull on your one up in order to make improvements?
- Meet with your tiered leadership in order to align and improve LSW?



Our Personal Journey



Achieving Our Vision



Consumer Reports

Sutter Gould rated highest of 170 Medical Groups in California for 2014 & 2015

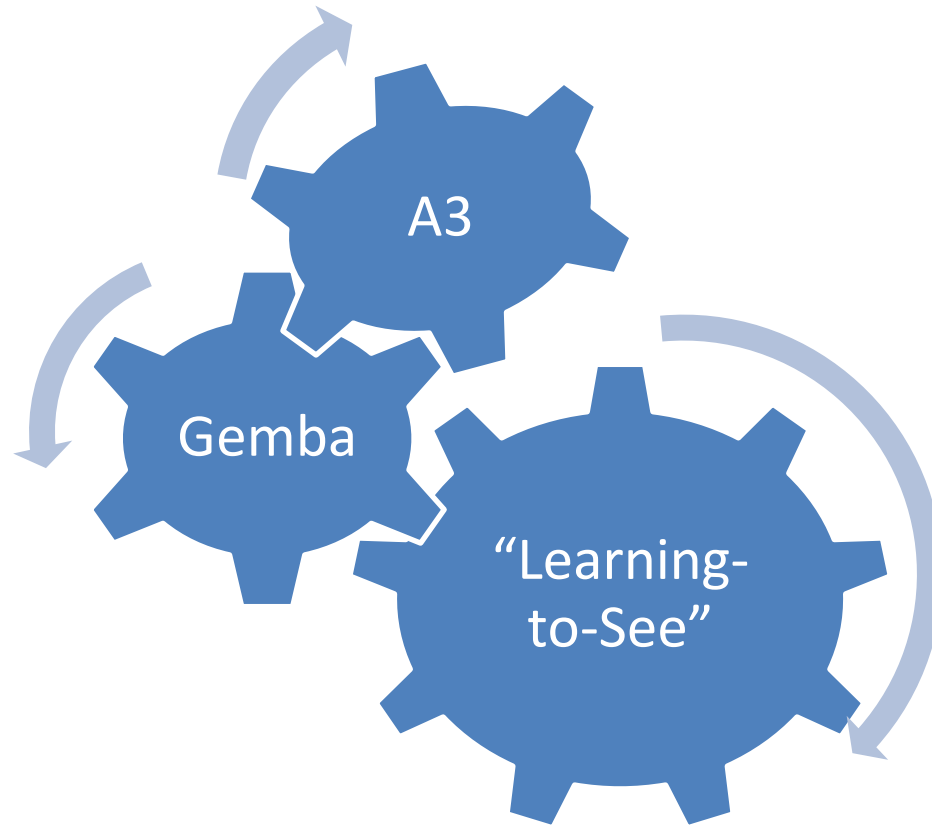


Finding 2 Hours In Your Day...

- Eliminating non-value activities
- Focus on servant leadership
- Build your people
- Personal development A3 focusing on ongoing improvement in developing our people



Questions?



Thank You!

Your opinion is important to us!

Please take a moment to complete the survey using the conference mobile app.

Session No: TS/13

Presentation Title: What do lean leaders do?

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